

## TANGIBLE RESULT #2

# Use Resources Wisely



MDOT receives resources from our customers and they expect products and services in return. To better serve our customers, MDOT must maximize the value of every dollar we spend.

### RESULT DRIVER:

Corey Stottlemeyer

*The Secretary's Office (TSO)*

## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer

The Secretary's Office (TSO)

## PERFORMANCE MEASURE DRIVER:

Dan Favarulo

The Secretary's Office (TSO)

## PURPOSE OF MEASURE:

To track the efficiency of capital spending.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

Track capital project spending versus the Consolidated Transportation Plan programmed funds.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 2.1

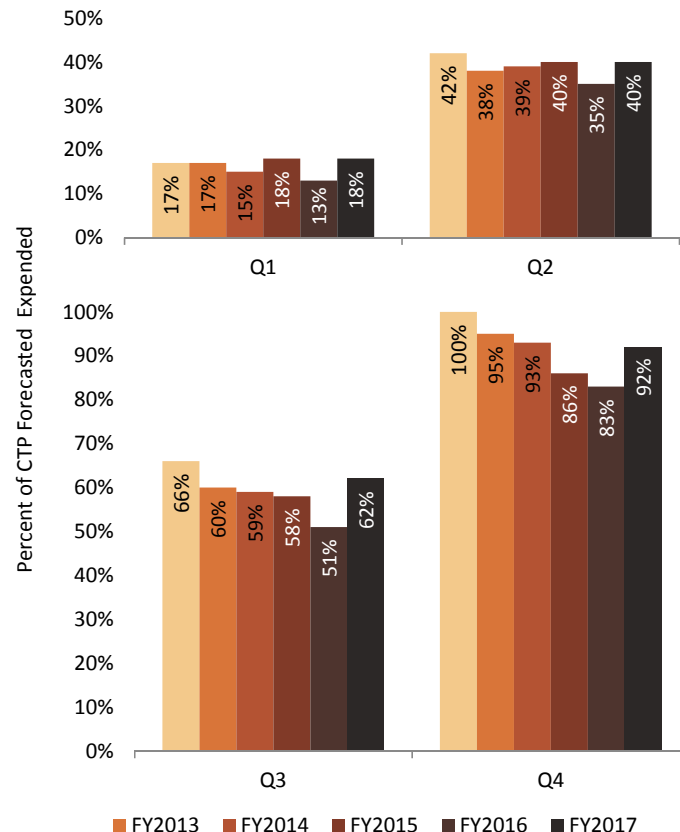
### Percent Capital Dollars Spent as Programmed

*"What we need to do is paint a vision for customers, promise them deliverables, and go hit at it." — Sanjay Kumar*

The purpose of this measure is to show MDOT's customers that MDOT is delivering on the capital projects and funding programmed in the annual Consolidated Transportation Program (CTP). MDOT evaluates this measure by tracking capital funding expenditure rates and monitoring the reasons why expenditure levels are falling short or exceeding CTP programmed amounts.

At the close of FY 2017, MDOT's capital program spending rate was at 91 percent of CTP forecasted funds expended, which is 8 percent higher than last year's 83 percent expenditure rate.

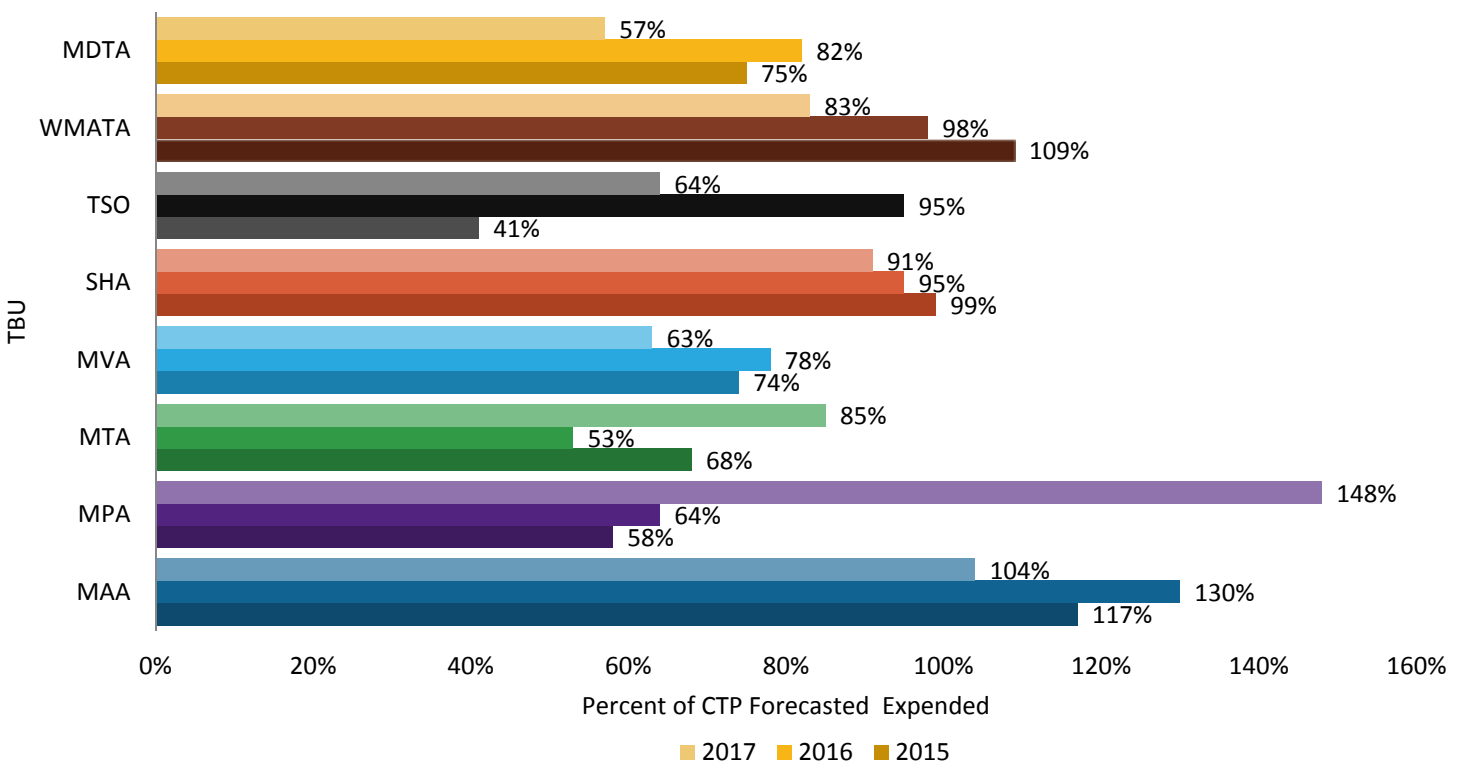
**Chart 2.1.1: 6-Year Expenditure Rate Analysis, Federal and State FY2012-FY2017**



## PERFORMANCE MEASURE 2.1

### Percent Capital Dollars Spent as Programmed

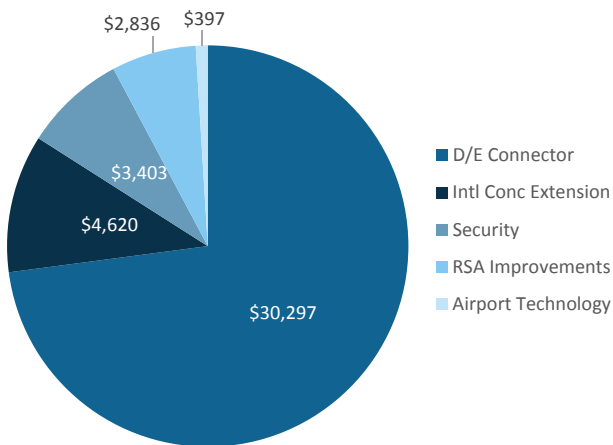
Chart 2.1.2: 3-Year Expenditure Rate by TBU at Q3 Mark, State/Federal/Toll CY2015-CY2017



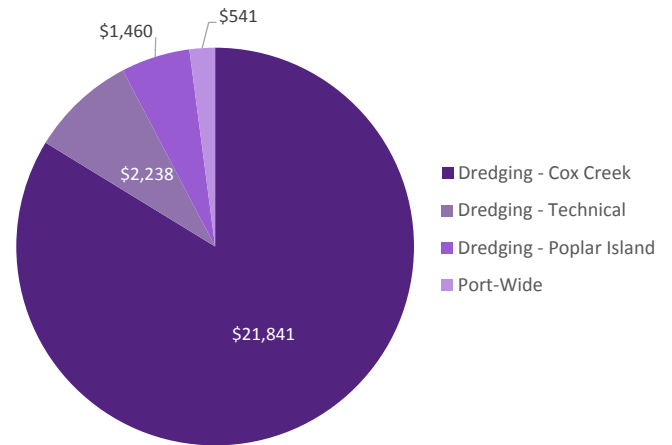
## PERFORMANCE MEASURE 2.1

### Percent Capital Dollars Spent as Programmed

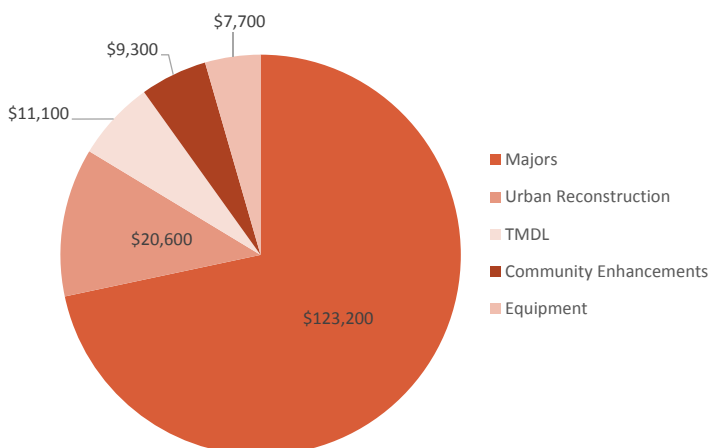
**Chart 2.1.3: MAA Underspending By Program  
(in Thousands) FY2017**



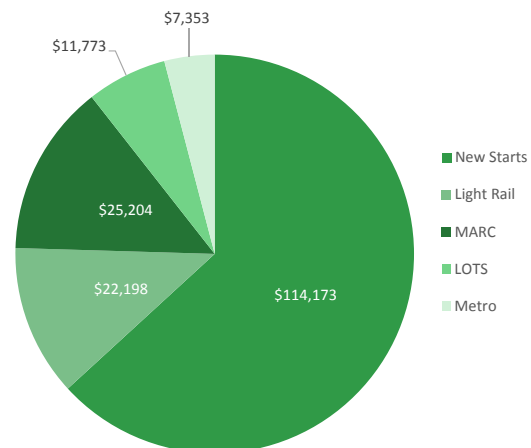
**Chart 2.1.4: MPA Underspending By Program  
(in Thousands) FY2017**



**Chart 2.1.5: SHA Underspending By Program  
(in Thousands) FY2017**



**Chart 2.1.6: MTA Underspending By Program  
(in Thousands) FY2017**



## PERFORMANCE MEASURE 2.1

### Percent Capital Dollars Spent as Programmed

Chart 2.1.7: MVA Underspending By Program  
(in Thousands) FY2017

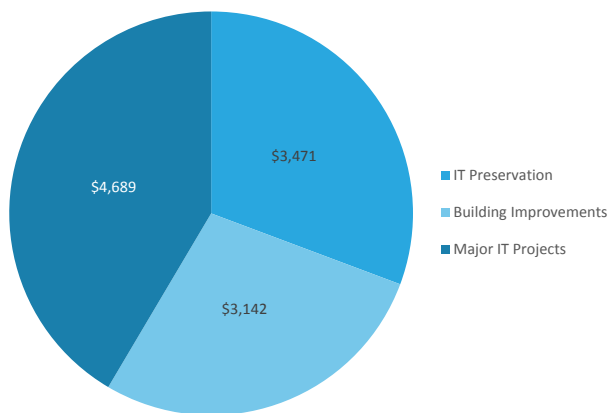


Chart 2.1.8: TSO Underspending By Program  
(in Thousands) FY2017

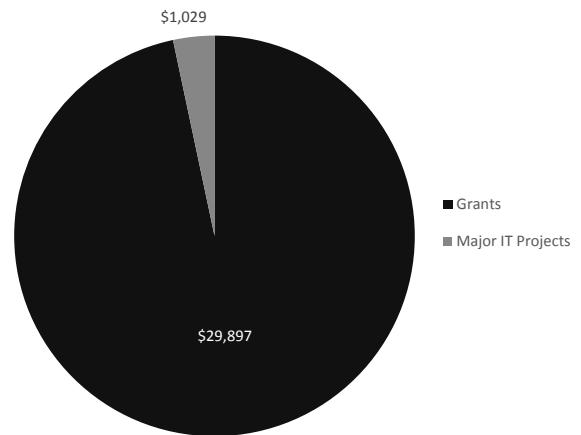
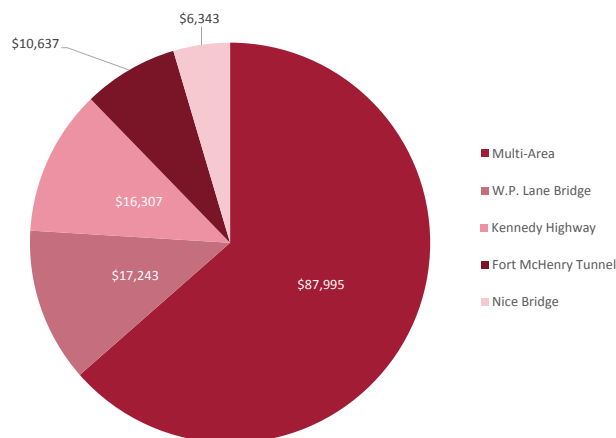


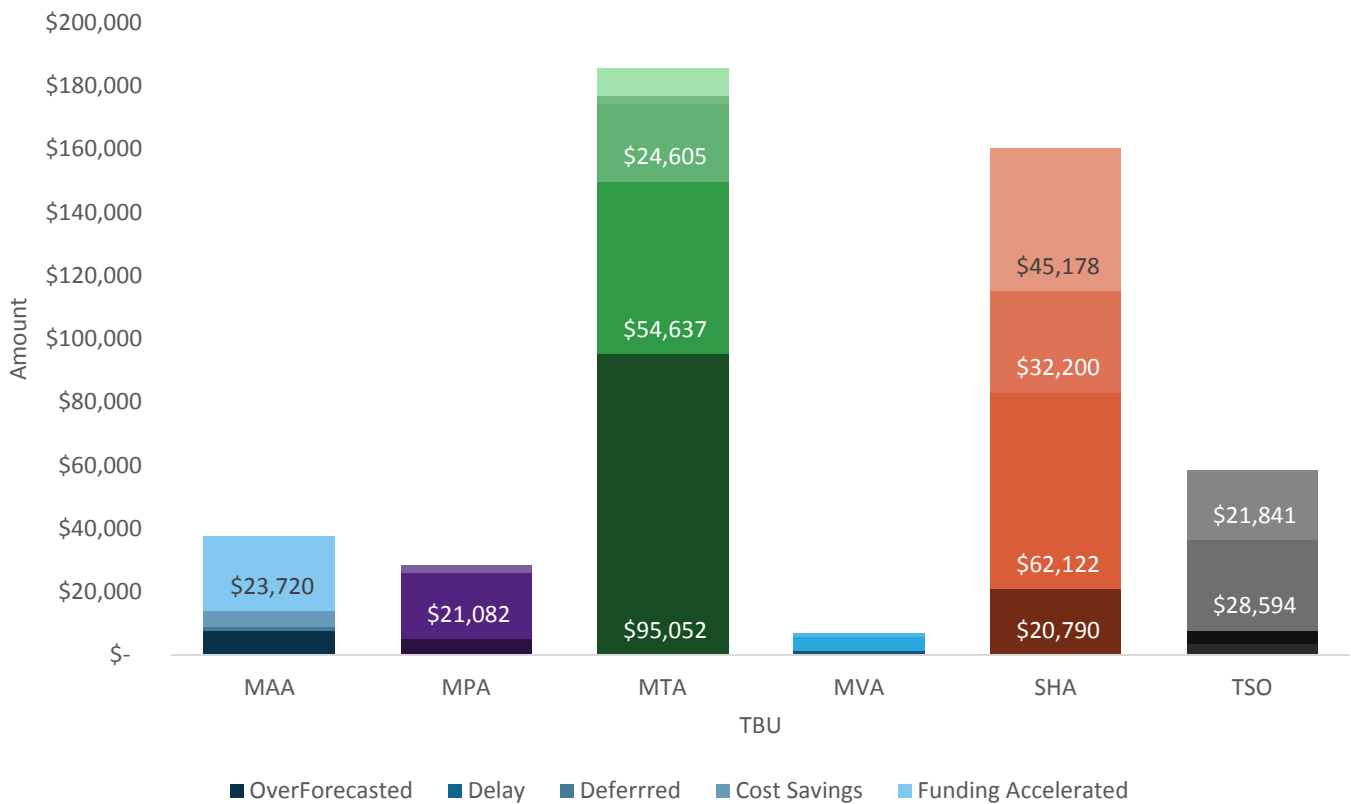
Chart 2.1.9: MDTA Underspending By Program (in Thousands) FY2017



## PERFORMANCE MEASURE 2.1

### Percent Capital Dollars Spent as Programmed

Chart 2.1.10: FY2017 TBU Over-Programmed by TBU



**TANGIBLE RESULT DRIVER:**

Corey Stottlemeyer  
*The Secretary's Office (TSO)*

**PERFORMANCE MEASURE DRIVER:**

Tony Moore  
*Maryland Port Administration (MPA)*

**PURPOSE OF MEASURE:**

To track other sources of dollars utilized to fund capital projects as an indicator of MDOT's success at leveraging its finite resources.

**FREQUENCY:**

Annually (in April)

**DATA COLLECTION METHODOLOGY:**

This measure tracks county/local contributions, private contributions, and federal discretionary funding received each year towards projects.

**NATIONAL BENCHMARK:**

N/A

## PERFORMANCE MEASURE 2.2

### Percent of Projects Leveraging Other Funding Sources

*"When we leverage, we aggregate and organize existing resources to achieve success." — Richie Norton*

The purpose of this measure is to track and highlight successes at leveraging Transportation Trust Fund (TTF) dollars with federal, local, and private dollars.

MDOT leveraged \$117M in other funding in FY 16. This represents roughly 5 percent of the total FY17 capital program expended. Most of this funding was leveraged by SHA through private contributions, MTA through Purple Line enabling projects, as well as TSO through the award of discretionary funding for the Maglev project.

Of the \$117M in other funding leveraged in FY16, \$51M was received from successfully competing for discretionary federal funding. Another \$34M was leveraged from private contributions towards roadway improvements on SHA right-of-way. This is down from \$74M in FY15. In addition, there was another \$32M in local/county contributions in the form of funding or enabling projects.



## PERFORMANCE MEASURE 2.2

### Percent of Projects Leveraging Other Funding Sources

Chart 2.2.1: Other Funding Leveraged by TBU FY2015-FY2016

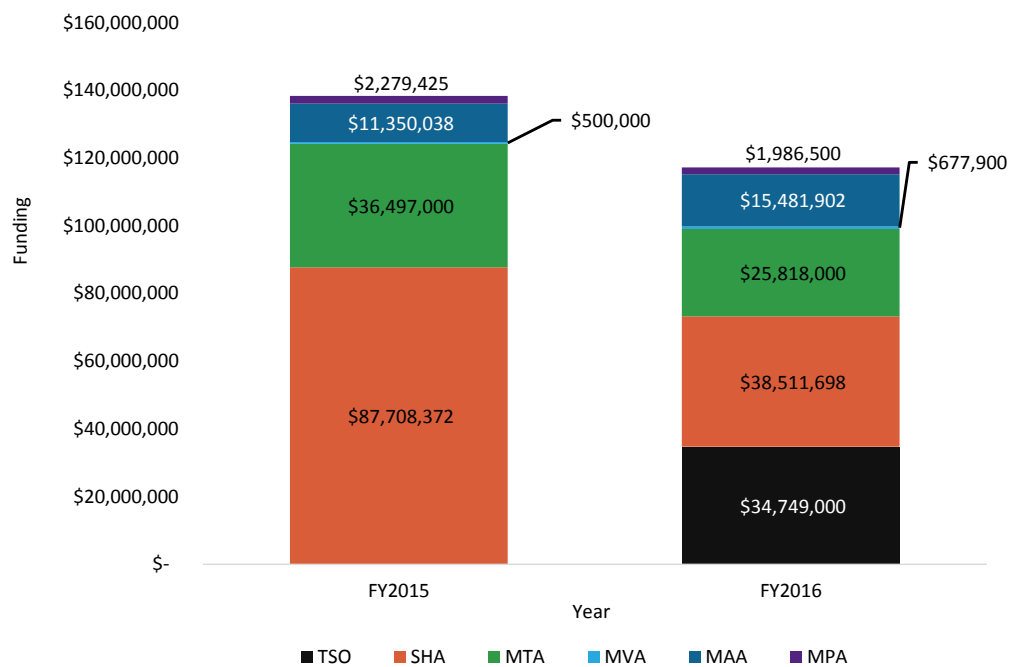
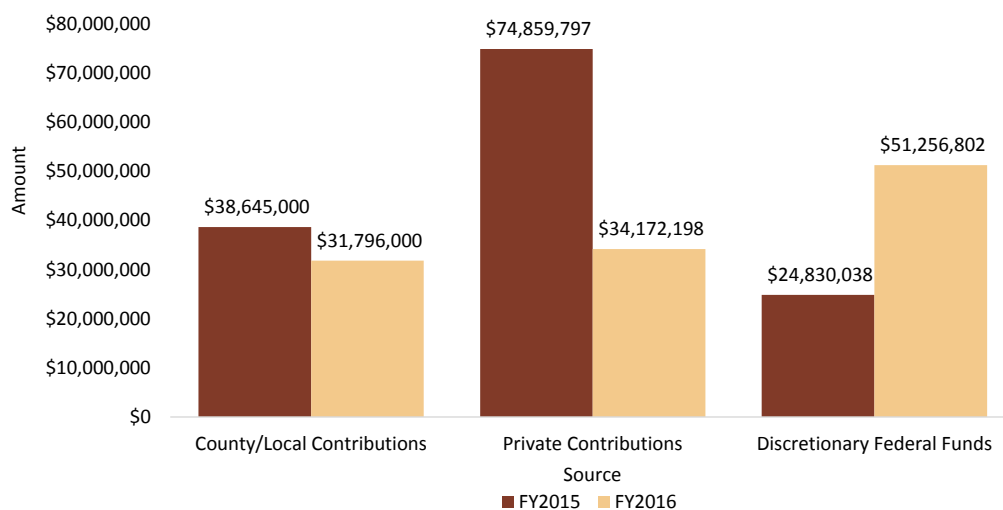


Chart 2.2.2: Amount of Other Funding Leveraged By Source FY2015-FY2016





## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer  
The Secretary's Office (TSO)

## PERFORMANCE MEASURE DRIVER:

Amber Harvey  
Maryland Transportation Authority  
(MDTA)

## PURPOSE OF MEASURE:

To track the commitment of our employees in furthering MDOT's reputation, mission and interests by identifying key motivators and obstacles in the workplace.

## FREQUENCY:

Annually

## DATA COLLECTION METHODOLOGY:

Develop and implement one MDOT employee feedback survey administered to all employees.

## NATIONAL BENCHMARK:

Gallup 2015 national engagement percentages:

32 percent engaged employees

50.8 percent not engaged

17.2 percent actively disengaged

## PERFORMANCE MEASURE 2.3

### Employee Engagement

***There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow." — Jack Welch***

Engagement accounts for the emotional commitment an employee has for MDOT and the amount of discretionary effort the employee expends on behalf of MDOT. Engaged employees go beyond what they "have to do" to what they "want to do" for MDOT and its customers.

MDOT completed its first ever department-wide Employee Feedback Survey that eliminated redundant efforts and minimized expense by combining talent and resources, ensured a systematic and consistent approach to employee engagement across all TBUs, and accurately gauged the workforce climate to develop and prioritize new business strategies. The results of the survey were positive, but also pointed to areas of improvement on which to focus strategies.

## PERFORMANCE MEASURE 2.3 Employee Engagement

Chart 2.3.1: Responses to “Would You Consider MDOT to Have a Positive Workplace Environment?” CY2017

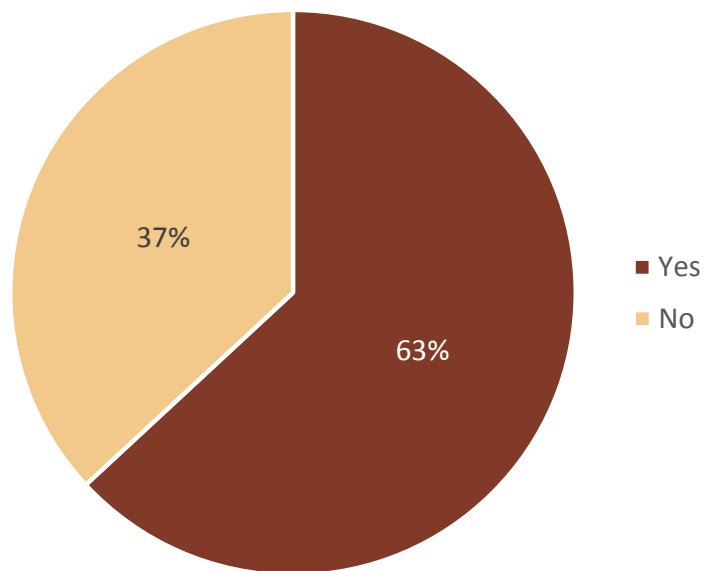
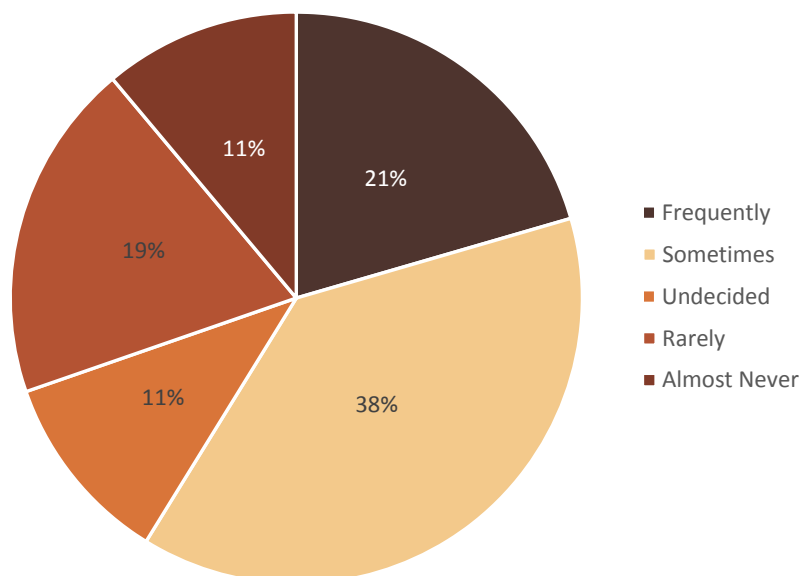


Chart 2.3.2: Responses to “How Often Do You Feel Valued at Work?” CY2017



## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer  
*The Secretary's Office (TSO)*

## PERFORMANCE MEASURE DRIVER:

Bret A. Dousharm  
*Maryland Transportation Authority  
(MDTA)*

## PURPOSE OF MEASURE:

To identify the percentage of employees who leave MDOT and analyze trends in voluntary and involuntary separations.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

Quarterly reports of employee separations are provided by TSO HRIS Unit. These reports show the number of separations during a given period of time for each TBU broken down by all available separation codes (i.e. reasons).

## NATIONAL BENCHMARK:

U.S. Department of Labor (DOL) Bureau of Labor Statistics for U.S. State and Local Governments.

## PERFORMANCE MEASURE 2.4

### Employee Turnover Rate

*“Having to re-recruit, rehire, and retrain, and wait for a new employee to get up to speed is devastating in terms of cost.” — Patrick Lencioni*

Annual employee turnover rate is the ratio of total separations, both voluntary and involuntary, compared to the average number of employees during the given timeframe, expressed as a percentage. The Human Resource Information System (HRIS) Unit in the Human Resources Division of the TSO provided the total number of employees and total number of separations for each TBU on a quarterly basis. The national benchmark was determined by utilizing the U.S. Bureau of Labor Statistics' Job Opening and Labor Turnover Survey (JOLTS) data for U.S. state and local governments (excluding education, seasonally adjusted) total employee separations.

Chart 2.4.1 compares the turnover rate of each TBU for the 4th quarter (Q4) of FY 2016 and FY 2017. Chart 2.4.2 compares the MDOT total turnover rate to the national average for state and local governments. MDOT remains slightly above the national average.

One notable element that continues to be important in analyzing MDOT turnover is the employee separations that occur within one year from the date of hire. The following chart illustrates the number of newly hired employees that have separated from MDOT in comparison to all other separations occurring in Q4 of FY 2017. This data reflects that approximately 19 percent of all employee separations during this timeframe occurred within the first year of hire. This is a 0.1 percent decrease from Q3 of FY 2017.

## PERFORMANCE MEASURE 2.4 Employee Turnover Rate

Chart 2.4.1: Employee Turnover Rate by TBU, Seasonal Comparison of Q4 FY2016 vs. FY2017

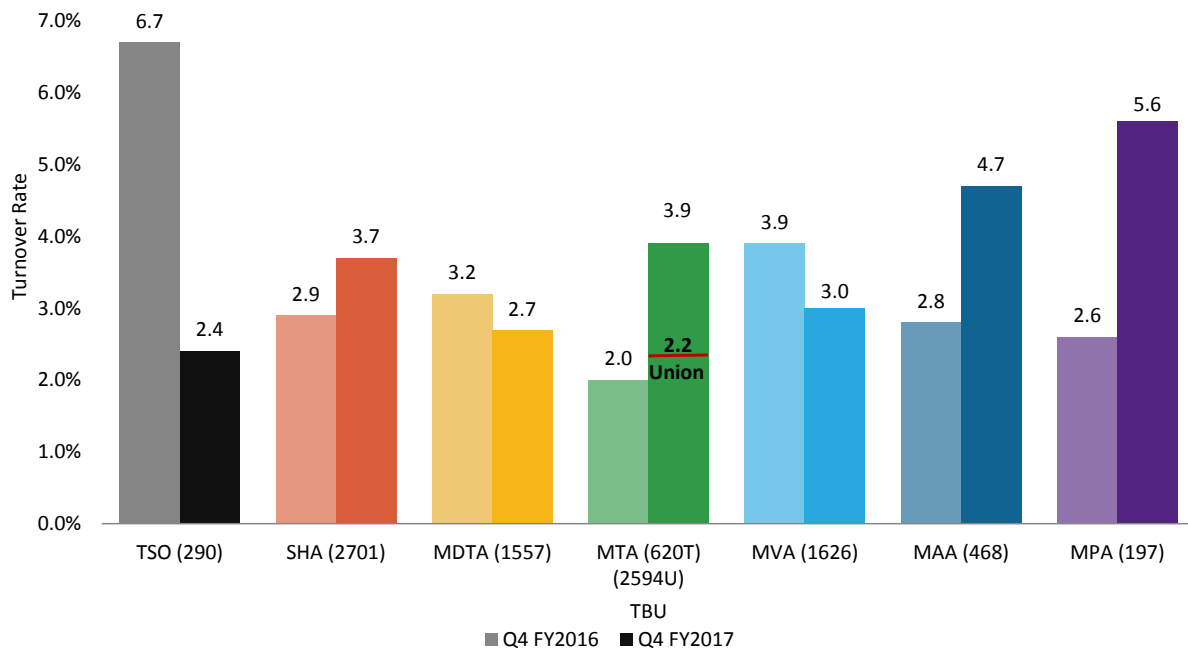
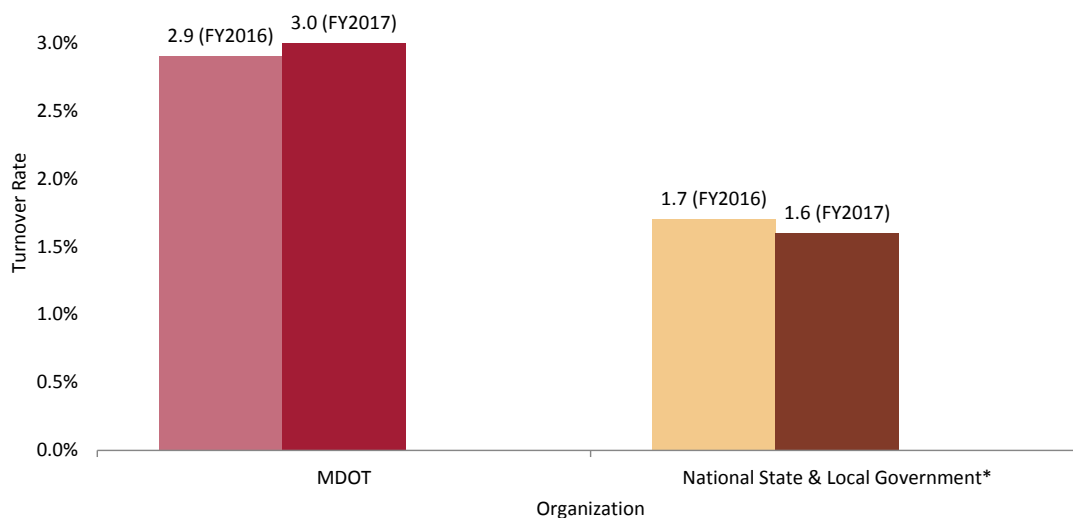


Chart 2.4.2: Employee Turnover Rate, Seasonal Comparison of Q4 FY2016 vs. FY2017



## PERFORMANCE MEASURE 2.4 Employee Turnover Rate

Chart 2.4.3: Employee Separations Q4 FY2017

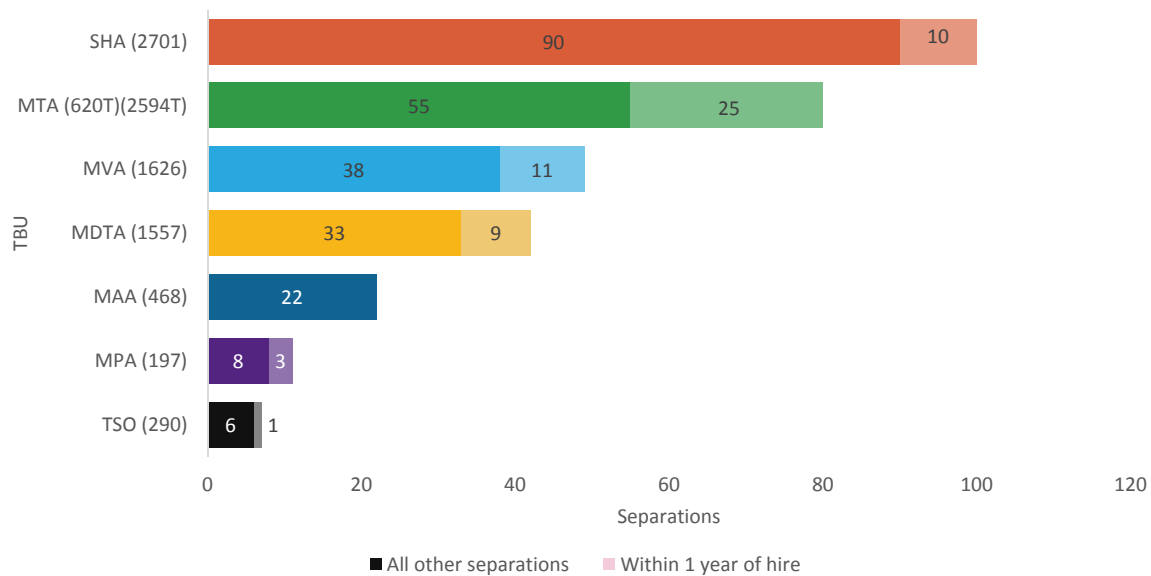
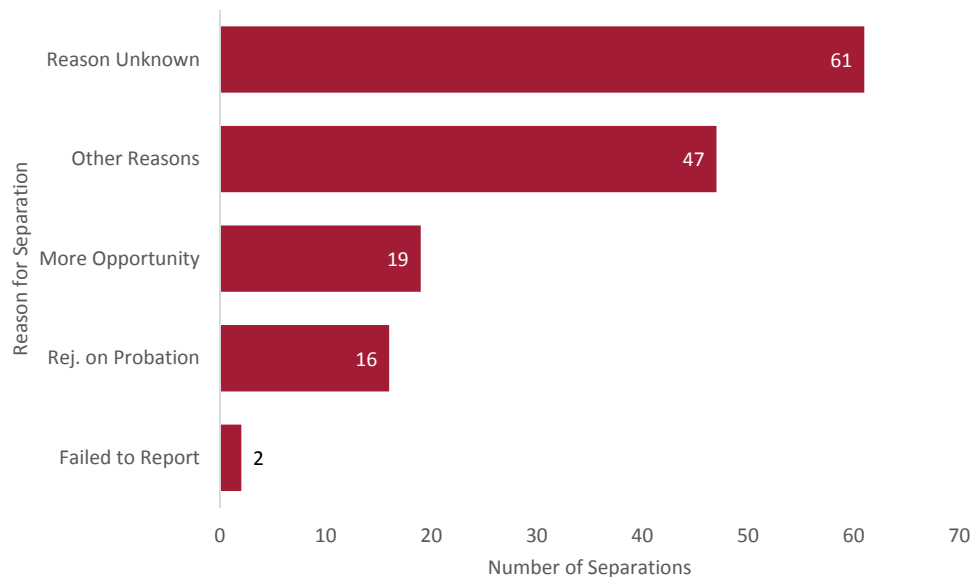


Chart 2.4.4: Separations Q4 FY2017



**TANGIBLE RESULT DRIVER:**

Corey Stottlemeyer

*The Secretary's Office (TSO)*

**PERFORMANCE MEASURE DRIVER:**

Deborah Hammel

*State Highway Administration (SHA)*

**PURPOSE OF MEASURE:**

To demonstrate efficient use of available positions and identify opportunities for improvement in our recruitment and selection processes.

**FREQUENCY:**

Quarterly

**DATA COLLECTION METHODOLOGY:**

Quarterly report for MDOT and each TBU from HRIS housed at TSO and spreadsheets completed by TBU Human Resource Offices.

**NATIONAL BENCHMARK:**

N/A

**PERFORMANCE MEASURE 2.5****Time to Fill Vacancies**

Reducing the time it takes to fill our vacant positions will increase MDOT's staffing levels, improving the ability to deliver projects on time and rapidly address emergencies affecting the transportation system.

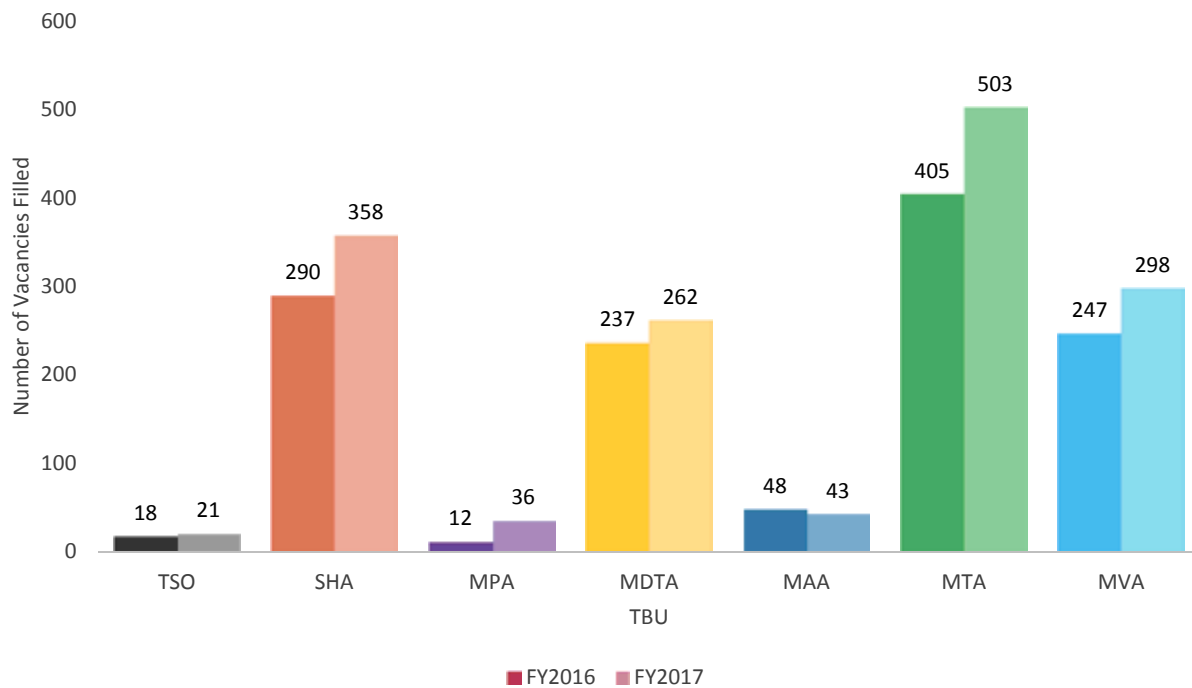
All TBUs submitted data on the amount of time involved with each stage of the recruiting process for the period July 1 – September 30, 2016, including Hiring Freeze Exemptions, Selection Plans, Classification reviews, Selection Plans, Job Posting, distribution of Eligible Lists, scheduling interviews and filling the vacancies. Average time to fill ranged from a low of 45 days for MTA Union to a high of 223 days for SHA. The overall MDOT average for this quarter is 149.6 days, trending down. The elimination of the Hiring Freeze Exemption Request process recently announced should result in further efficiencies in our process.

TBUs have implemented a number of strategies to improve time to fill:

- Biweekly reports or meetings to review vacancies and recruiting activity
- Posting job announcements pending submission of Selection Plan questions and interview panel members
- Developing and distributing recruiting timelines to Senior Managers and Hiring Managers for increased accountability
- Reallocating vacant PINs over 6 months old

## PERFORMANCE MEASURE 2.5 Time to Fill Vacancies

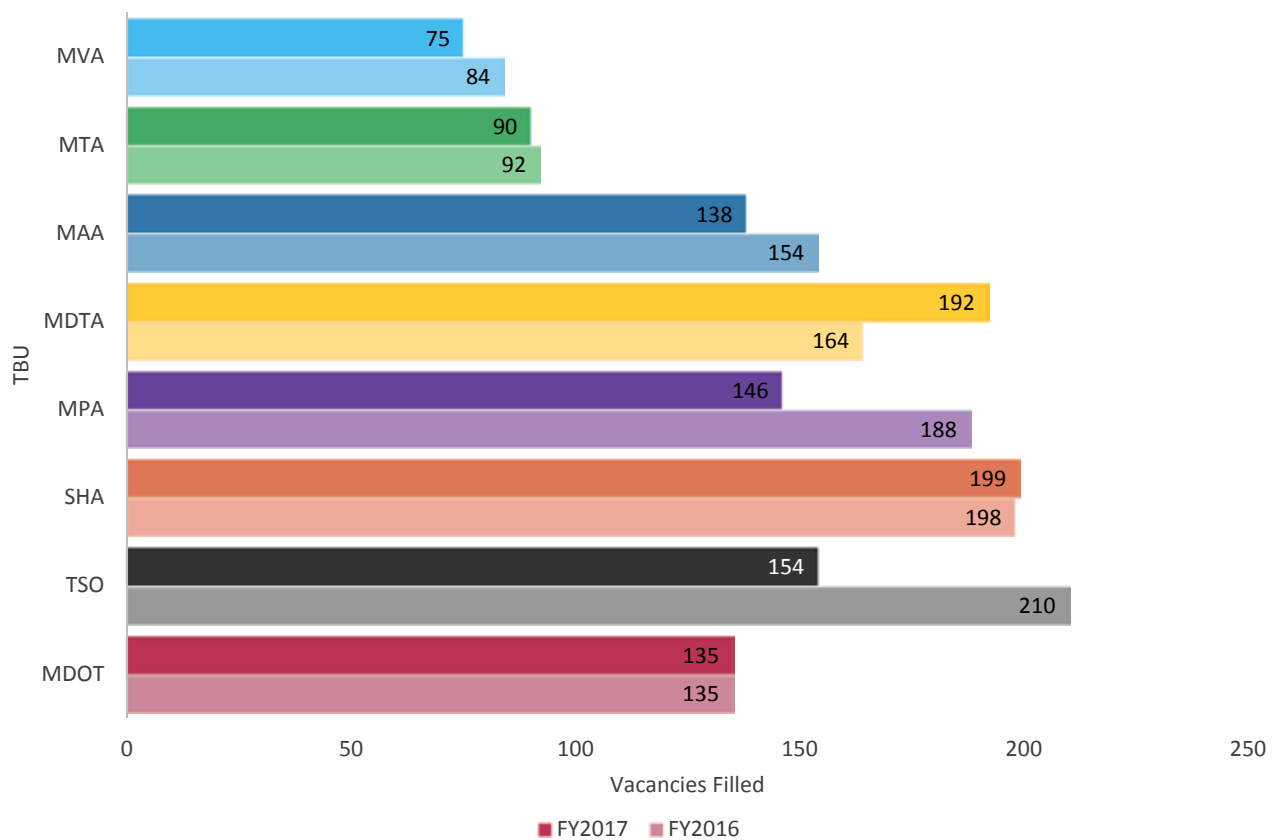
Chart 2.5.1: Number of Vacancies Filled MDOT-Wide FY2016 vs FY2017





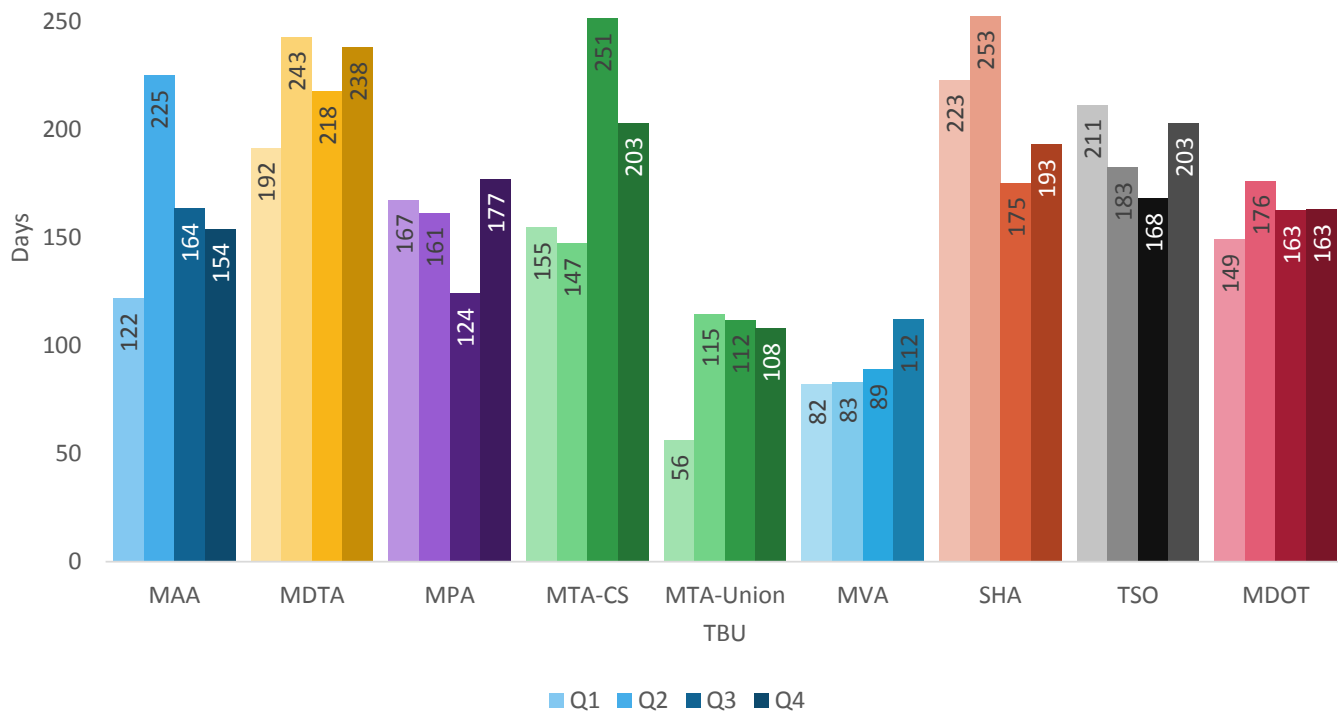
## PERFORMANCE MEASURE 2.5 Time to Fill Vacancies

Chart 2.5.2: True Vacancy Fill Average MDOT-Wide FY2016 vs FY2017



## PERFORMANCE MEASURE 2.5 Time to Fill Vacancies

Chart 2.5.3: Average Time to Fill Vacancies by TBU FY2017



## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer

The Secretary's Office (TSO)

## PERFORMANCE MEASURE DRIVER:

Bill Bertrand

State Highway Administration (SHA)

## PURPOSE OF MEASURE:

To measure how well MDOT records, safeguards, and efficiently controls fixed assets.

## FREQUENCY:

Annually (in October)

## DATA COLLECTION METHODOLOGY:

Data will be collected when the business units conduct annual fixed asset physical inventories.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 2.6

### Percentage of Fixed Asset Units Identified or Accounted for During the Annual Physical Inventory of Fixed Assets

*"You can't control what you can't measure." — Tom Demarco*

This measure emphasizes the importance of stewardship and internal controls with respect to fixed assets owned by each of the TBUs. This performance measure reports the percentage of fixed assets counted by each business unit during its annual fixed asset physical inventory versus the number of fixed assets recorded in each business unit's official inventory records. A regularly-conducted physical inventory of fixed assets ensures accurate information for the management of assets and discourages fraud.

Currently, five of seven business units conduct a full inventory of non-sensitive Items once every three years and a full inventory of Sensitive Items annually. The remaining business units, MAA and SHA, conduct a full inventory of both sensitive and non-sensitive items annually.

**Table 2.6.1: Physical Inventory by TBU - 2015- 2016**

	Sensitive Assets		Non-Sensitive Assets		Total Assets	
	2015	2016	2015	2016	2015	2016
MAA	98.6%	98.9%	99.0%	96.2%	98.8%	98.8%
MDTA	82.8%	100.0%	-	100.0%	82.8%	100.0%
MPA	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
MTA	77.7%	94.8%	76.7%	94.0%	77.3%	94.4%
MVA*	95.7%	86.9%	93.2%	87.1%	95.6%	86.9%
SHA	-	97.7%	91.4%	98.8%	91.4%	98.5%
TSO	94.9%	94.4%	94.9%	-	94.9%	94.4%
<b>MDOT</b>	<b>89.9%</b>	<b>93.3%</b>	<b>87.6%</b>	<b>97.2%</b>	<b>89.3%</b>	<b>94.8%</b>

\*Note: MVA Non-Sensitive Asset percentage for 2015 restated from prior year.

**TANGIBLE RESULT DRIVER:**

Corey Stottlemeyer

*The Secretary's Office (TSO)*

**PERFORMANCE MEASURE DRIVER:**

Sejal Barot

*State Highway Administration (SHA)*

Dan Favarulo

*The Secretary's Office (TSO)*

**PURPOSE OF MEASURE:**

Provide an overview which shows how TBUs monitor asset management activities.

**FREQUENCY:**

Annually (in January)

**DATA COLLECTION METHODOLOGY:**

Asset inspection condition and asset life-cycle cost analyses are compiled at the TBU level.

**NATIONAL BENCHMARK:**

N/A

**PERFORMANCE MEASURE 2.7****Managing Capital Assets**

*"One of the great responsibilities that I have is to manage my assets wisely, so that they create value." — Alice Walton*

Customers deserve to know that MDOT is strategically managing its diverse capital assets. Each TBU maintains its physical assets according to policies that minimize asset life-cycle cost while avoiding negative impacts on the delivery of transportation services.

As part of this measure, MDOT has embarked on an inventory of capital assets across all TBUs. This survey was the first of its kind done at MDOT and includes pavement, bridges, tunnels, rail, vehicles and equipment, facilities, and IT systems.

MTA, SHA, MAA, MDTA and MPA perform annual bridge inspections per federal guidelines to assess a rating, which is used to determine if any remedy is required to keep bridges structurally sound.

To assess the pavement, SHA and MDTA monitor the condition of pavement based upon the overall pavement condition. It is based upon the International Roughness Index (IRI) Pavement Criteria, which is the most commonly used measure worldwide for evaluating and managing road systems. Monitoring is performed using annual road inspections. In MDOT's recent Customer Satisfaction Survey, 76 percent of respondents were either very satisfied or satisfied with the smoothness of state-owned roads.

MTA monitors rail conditions for MTA Metro and Light Rail systems using TERM Lite evaluation software to evaluate guideway, track work and special structures. Evaluation occurs during an annual asset inventory.

MPA utilizes U.S. Army Corps of Engineers bay channel annual inspection surveys to monitor the dredging depth for shipping access channels to the Port of Baltimore.

## PERFORMANCE MEASURE 2.7 Managing Capital Assets

Chart 2.7A.1: Vehicles/Equipment by TBU CY2017

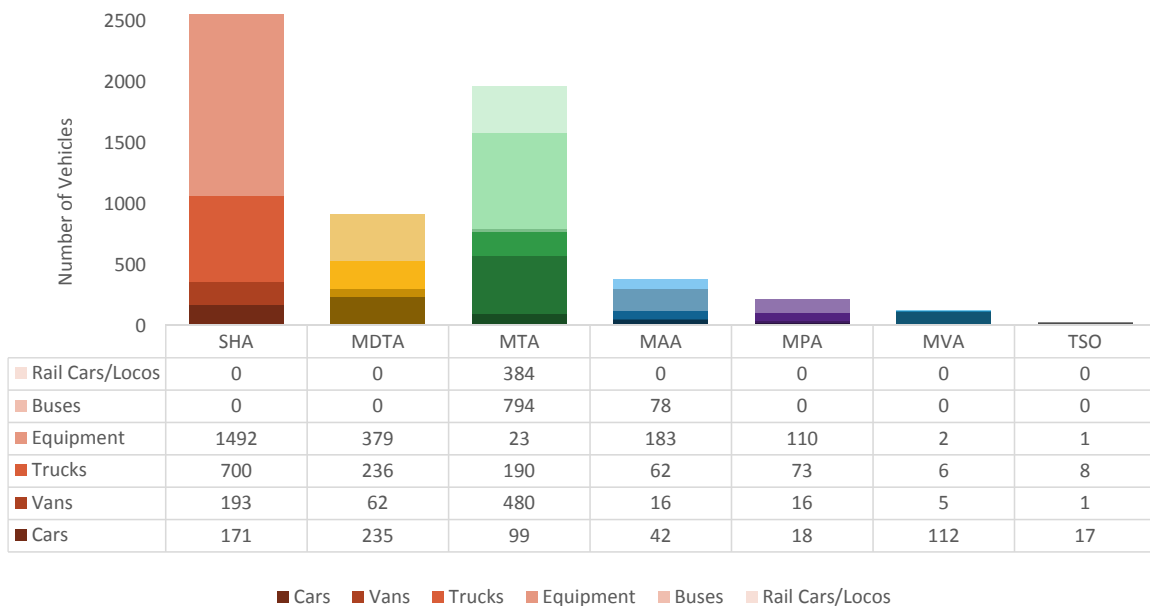
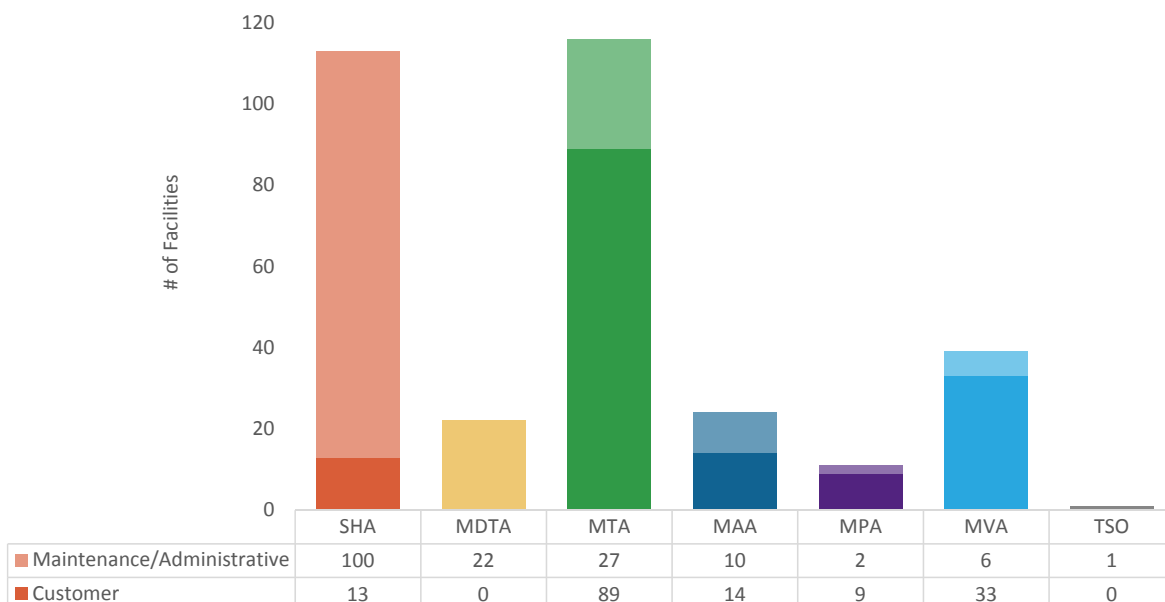


Chart 2.7A.2: Number of Facilities by TBU CY2017



## PERFORMANCE MEASURE 2.7 Managing Capital Assets

Chart 2.7B.1: Percent (and Number) of Structurally Deficient Bridges CY2017

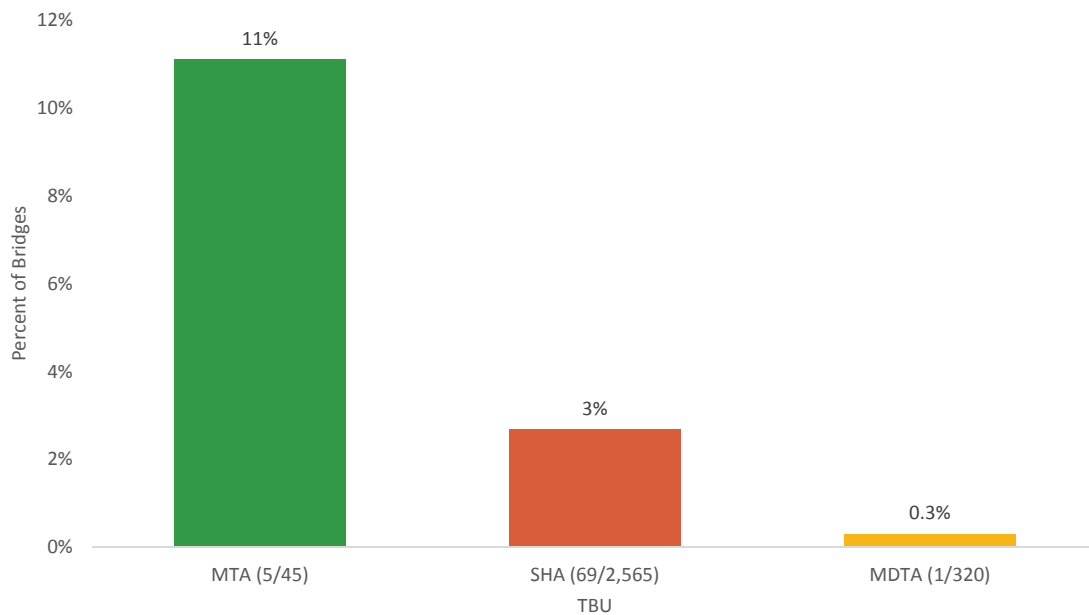
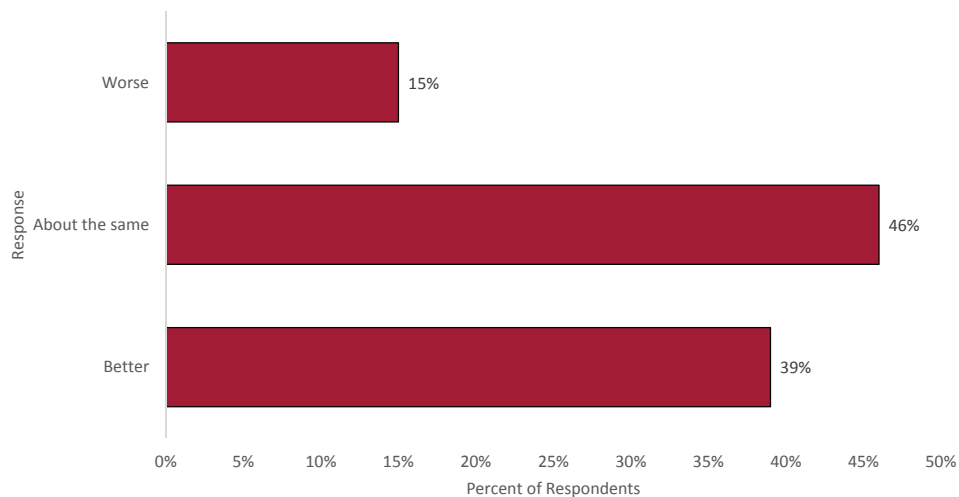
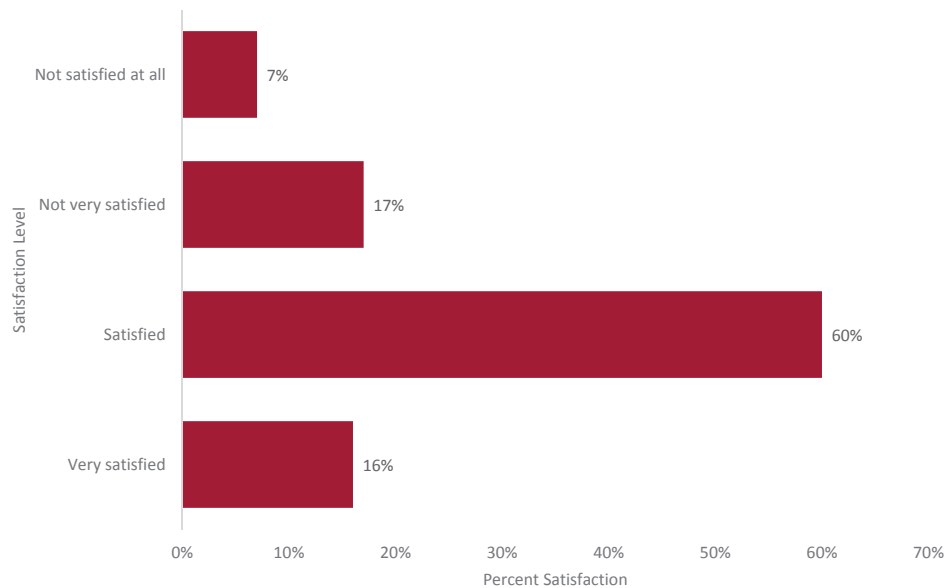


Chart 2.7C.1: Perception of Maryland's Roads Compared to Other States CY2017

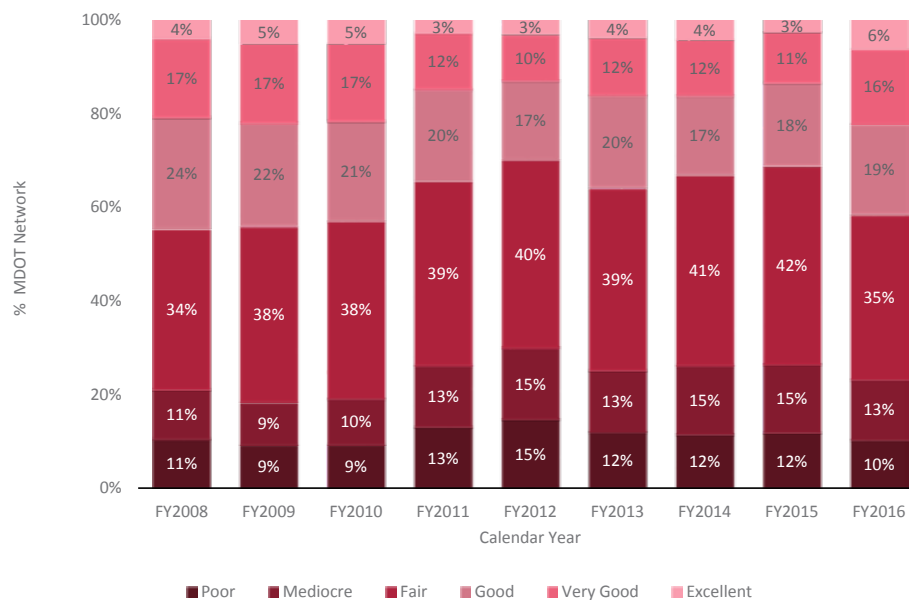


## PERFORMANCE MEASURE 2.7 Managing Capital Assets

**Chart 2.7C.2: Satisfaction with Smoothness of State Roads CY2017**



**Chart 2.7C.3: Condition of MDOT Road Network CY2008-CY2016**





## PERFORMANCE MEASURE 2.7 Managing Capital Assets

Chart 2.7D.1: Rating of Baltimore Metro Rail in “Good” Condition (>2.5) FY2015-FY2016

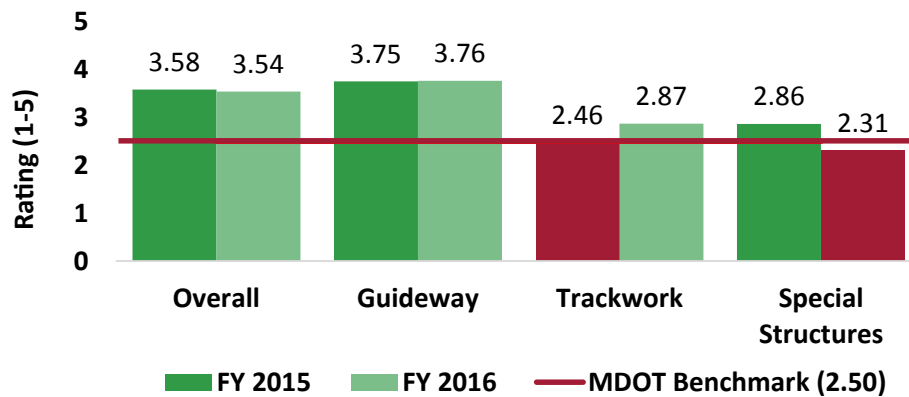
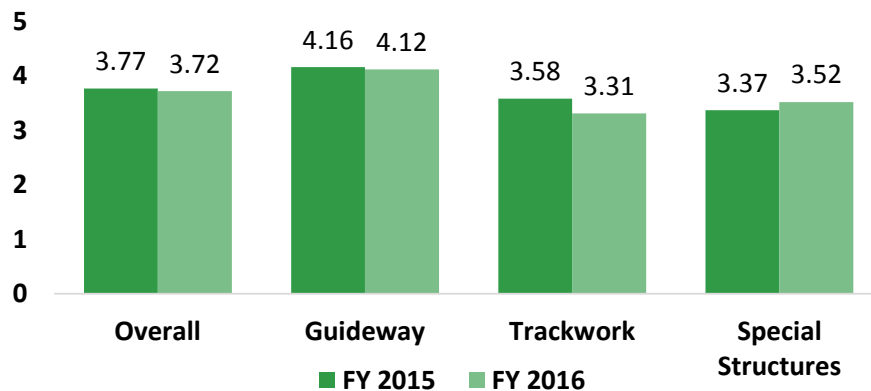
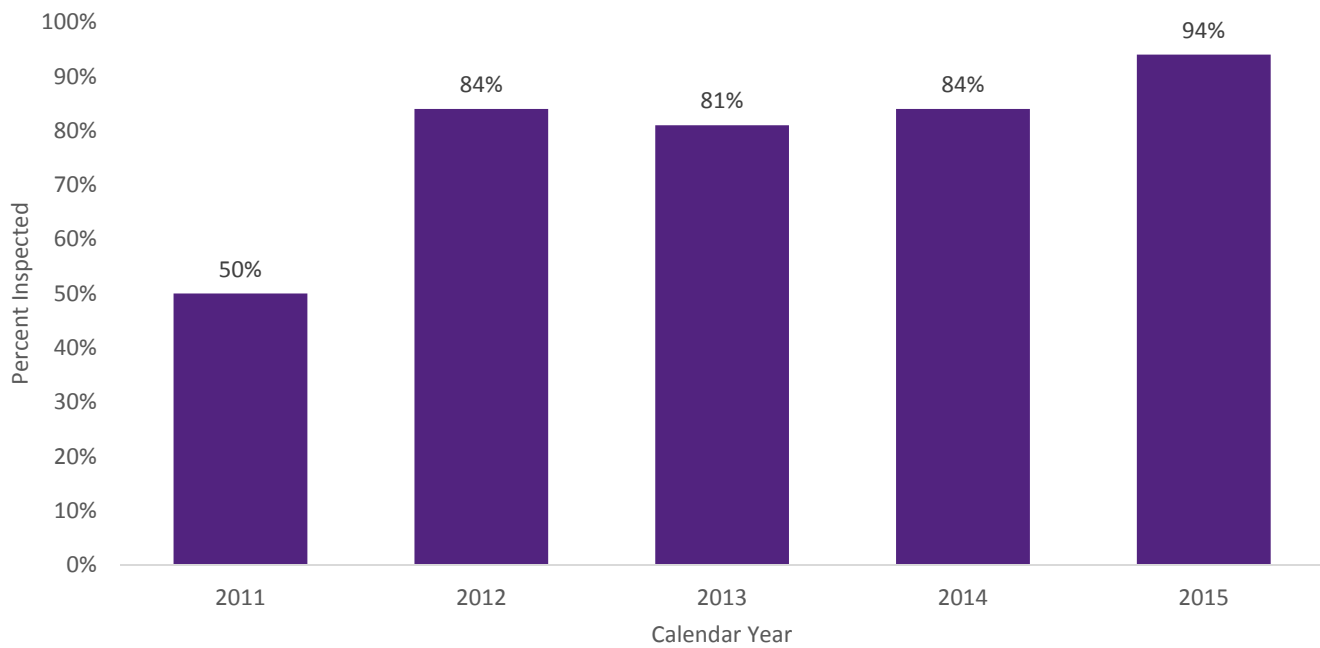


Chart 2.7D.2: Rating of Light Rail in “Good” Condition (>2.5) FY2015-FY2016



**PERFORMANCE MEASURE 2.7**  
**Managing Capital Assets**

**Chart 2.7E.1: Percent of Bay Channel Inspected CY2011-CY2015**



**TANGIBLE RESULT DRIVER:**

Corey Stottlemeyer  
*The Secretary's Office (TSO)*

**PERFORMANCE MEASURE DRIVER:**

Pretam Harry  
*Motor Vehicle Administration (MVA)*

**PURPOSE OF MEASURE:**

To track the timeliness and ability to match the budgets of the procurement process to be more efficient in our contracts.

**FREQUENCY:**

Annually (in October)

**DATA COLLECTION METHODOLOGY:**

Focus reports MDOT wide showing all active BPO for the fiscal year.

**NATIONAL BENCHMARK:**

N/A

## PERFORMANCE MEASURE 2.8

### Percent of Procurement on Time and on Budget

***"Price is what you pay. Value is what you get."— Warren Buffett***

The purpose of this measure is to encourage all managers to proactively monitor and manage each of their procurements to make sure that they are in line with the project and budget in an effort to improve overall contracting efficiencies. Over time, managers will do a better job at setting timelines and budgets for projects. Managers will report the project status accurately and in a timely manner so that problems are identified early and corrective action taken swiftly.

While the trend is improving, we have not addressed underlying issues. The focus must remain on identifying those contracts with issues. The process improvement team is working to understand the systemic problems that prevent contracts that should have been closed in FY2017 from being closed.

## PERFORMANCE MEASURE 2.8

### Percent of Procurement on Time and on Budget

Chart 2.8.1: Percent of Blanket Purchase Orders (BPO) Expired FY2014-FY2017

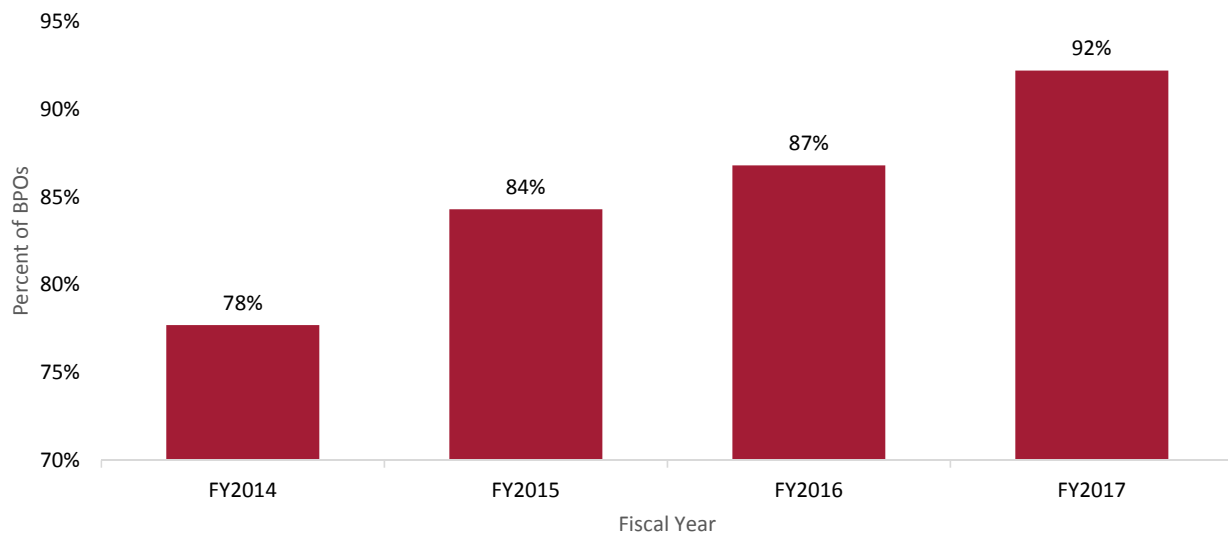
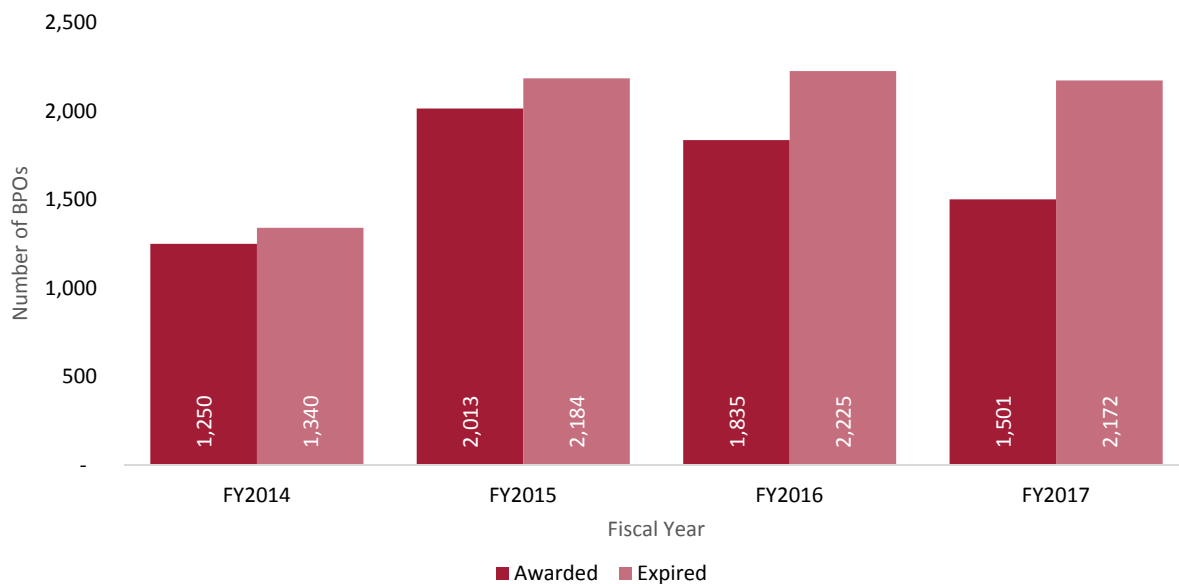


Chart 2.8.2: Number of Blanket Purchase Orders (BPOs) Awarded and Expired MDOT-Wide FY2014-FY2017



## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer  
The Secretary's Office (TSO)

## PERFORMANCE MEASURE DRIVER:

Pretam Harry  
Motor Vehicle Administration (MVA)

## PURPOSE OF MEASURE:

To measure (a) the percent of occurrences and (b) the dollar value of unanticipated contract modifications on procurement contracts.

## FREQUENCY:

Annually (in October)

## DATA COLLECTION METHODOLOGY:

MDOT wide showing active unanticipated contract modifications equal to or greater than \$1 million.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 2.9

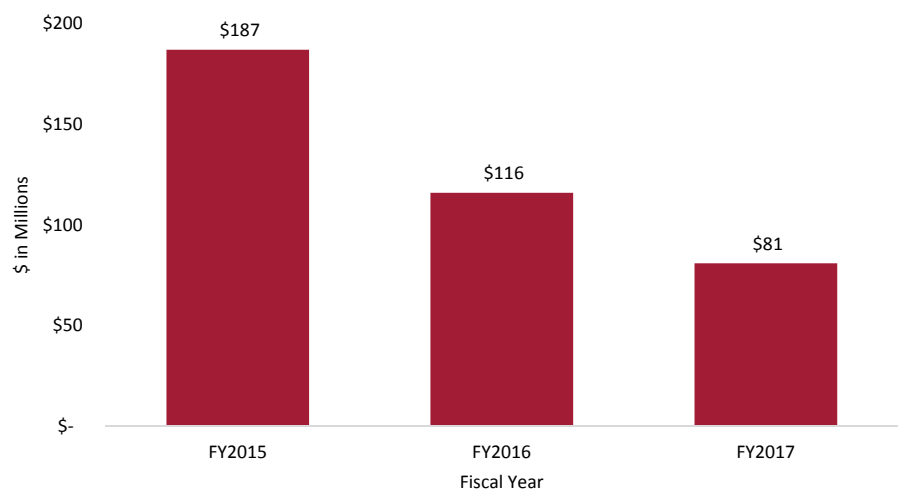
### Percent and Value of Unanticipated Contract Modifications

***"The comptroller and I — it's no secret — complain every single meeting about retroactive contracts and extension requests in order to complete new procurements." — Governor Larry Hogan***

The purpose of this measure is to encourage all managers to proactively monitor and manage each of their procurements to make sure that they are minimizing the value and amount of unanticipated contract modifications. In addition, it will encourage project staff to use timely and accurate reports that managers can analyze to examine trends in unanticipated contract modifications.

The amount and value of contract modifications will vary from one transportation business unit to another depending on the type of project. For example, construction contracts, because of the uncertainties due to weather conditions or soil conditions, may require more contract modifications than building maintenance contracts. Similarly, an IT development contract may require more contract modifications than an IT maintenance contract.

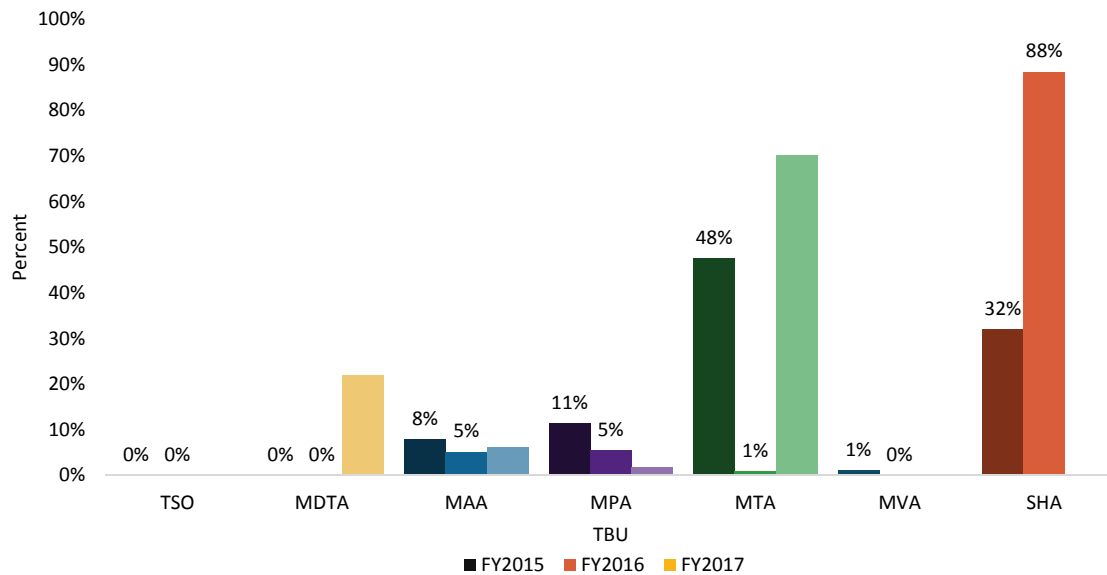
**Chart 2.9.1: Value of Unanticipated Contract Modifications in Millions of Dollars MDOTWide FY2015-FY2017**



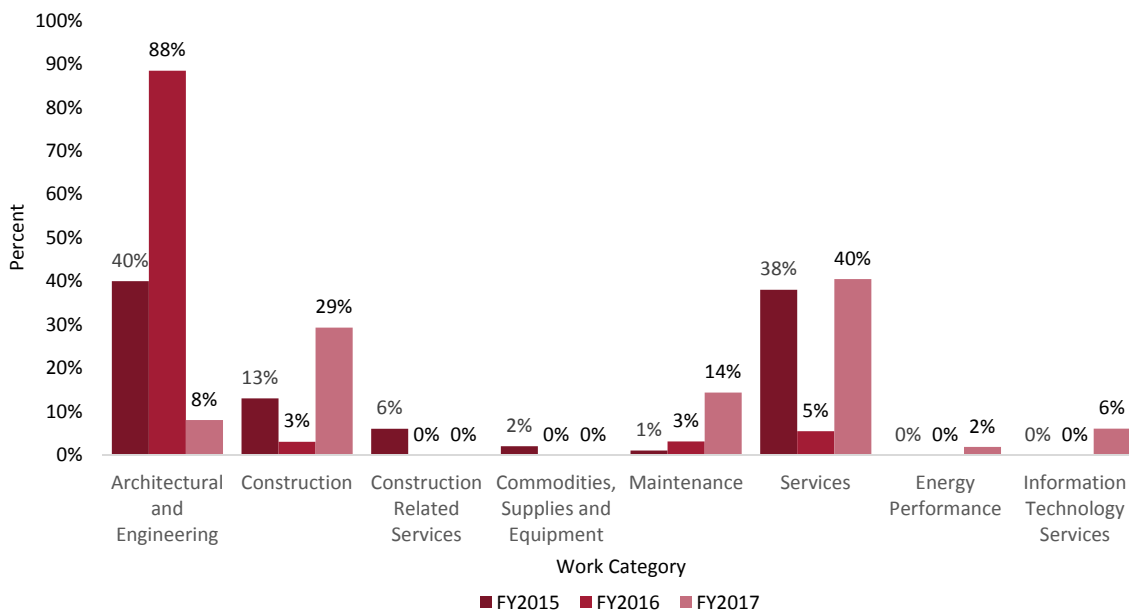
## PERFORMANCE MEASURE 2.9

### Percent and Value of Unanticipated Contract Modifications

**Chart 2.9.2: Percent of Unanticipated Contract Modification Dollars Spent by TBU FY2015 - FY2017**



**Chart 2.9.3: Percent of Unanticipated Contract Modification Dollars Spent by Category of Work FY2015 - FY2017**



## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer

The Secretary's Office (TSO)

## PERFORMANCE MEASURE DRIVER:

Scott Schell

Maryland Transit Administration (MTA)

## PURPOSE OF MEASURE:

To understand how procurement competition impacts MDOT resources.

## FREQUENCY:

Quarterly

## DATA COLLECTION METHODOLOGY:

Data was collected on each TBU procurement contract over \$200,000 during the first quarter of FY 2017. Sole source, emergency, and intergovernmental purchasing procurements were not included, as they have their own processes for determination. Procurement contract ID, number of bids, estimated cost and final contract amount were the used data points.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 2.10

### Relationship Between Procurement Competition and Cost

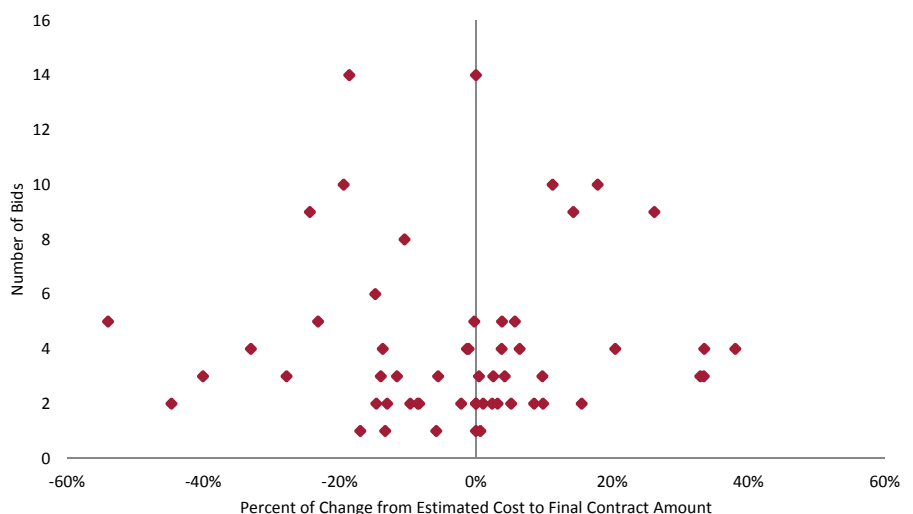
*"Competition is the keen cutting edge of business, always shaving away at costs." — Henry Ford*

Assessing the impact of procurement competitiveness on contract costs tests the hypothesis that increased competition leads to a better price. It also tests MDOT's ability to accurately estimate and plan for costs. The data trend presents an opportunity to develop an MDOT-wide initiative to track cost estimates on procurement contracts and to evaluate the process for determining estimates.

The data continues to suggest that, as the number of bids increases, procurement contracts come in at or below cost estimate (-100 percent -0 percent). The procurements that increased in cost had a low number of bids. 17 percent of procurements this quarter were greater than 10 percent over their estimated cost. 21 percent of procurements this quarter were greater than 15 percent under their estimated cost. Procurements greater than 10 percent over and 15 percent under both had an average number of four bids.

With over a year of data now, the process improvement team is examining outliers by TBU and type of contract. The sample size is too small to do reliable statistical analysis on types of contract.

**Chart 2.10.1: Percent Change from Estimated Cost to Final Contract Amount Q4 FY2017**





## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer  
*The Secretary's Office (TSO)*

## PERFORMANCE MEASURE DRIVER:

Patrick Bradley  
*Maryland Aviation Administration (MAA)*

## PURPOSE OF MEASURE:

To monitor compliance with state and organizational operating processes and procedures each year by tracking the number of Internal Audit Findings and Repeat Internal Audit Findings.

## FREQUENCY:

Annually (in October)

## DATA COLLECTION METHODOLOGY:

Information collected from TBU audit databases.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 2.11

### Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

*"Internal audit . . . the coolest profession in the world." — Tom Peters*

Transparent, informative, and accurate financial reporting is essential for our customers to have confidence in MDOT's ability to manage resources. Audits provide a window into current systems and areas for improvement.

Data will be presented by TBU in the number of audit findings and repeat audit findings on an annual basis. This will encourage MDOT and each TBU to avoid audit and repeat audit findings.

From FY2013-2017, there were 844 Internal Audit Findings. The number of Repeat Internal Audit Findings totaled 44 from FY2013-FY2017, dealing with materials and supplies management (22 findings), promotional expense documentation and authorization (9 findings), fixed asset inventories (6 findings), MBE subcontractors reporting and compliance reviews (2 findings), overtime approvals not being documented (2 findings) and one finding each on the COMAR competitive bid process, quality assurance reviews not signed and improper auto title lien documentation.

The repeat audit findings of materials and supplies management include such items as segregation of duties, access to storeroom, non-signed receipts, perpetual inventory records not being accurate, documentation issues and inventory turning over less than three times per year.

From FY2013-2016, of 627 total Internal Audit Findings, 32 were Repeat Internal Audit Findings or 5.1 percent.

From FY2013-2016, of 844 total Internal Audit Findings, 44 were Repeat Internal Audit Findings or 5.2 percent.

## PERFORMANCE MEASURE 2.11

### Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

Chart 2.11.1: Number of Internal Audit Findings by TBU FY2013-FY2017

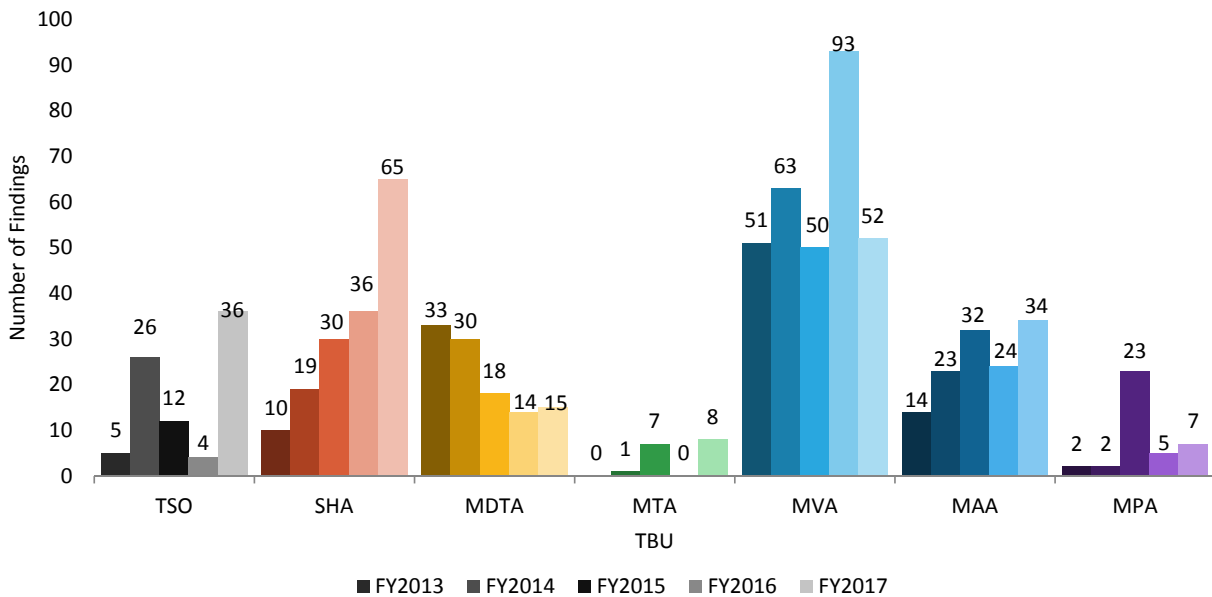
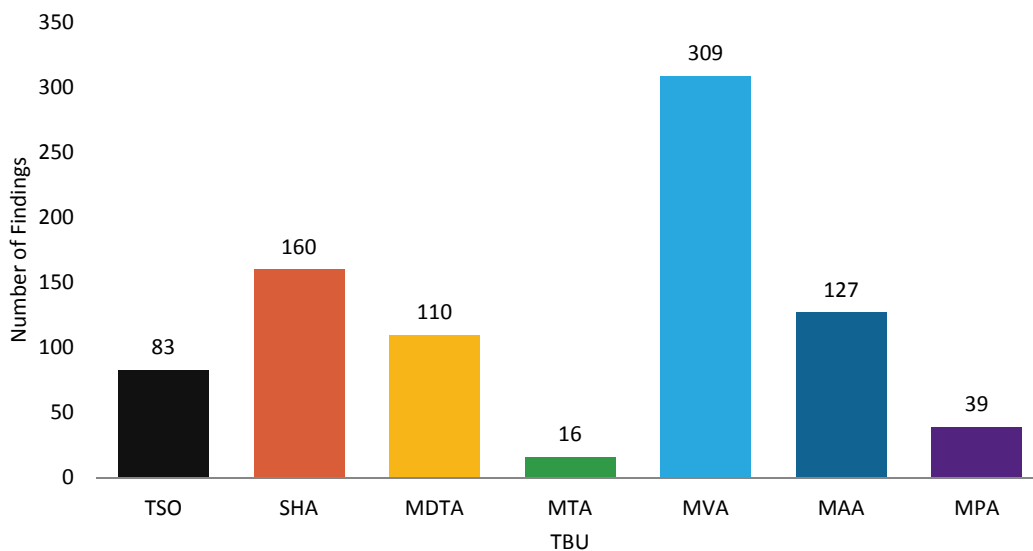


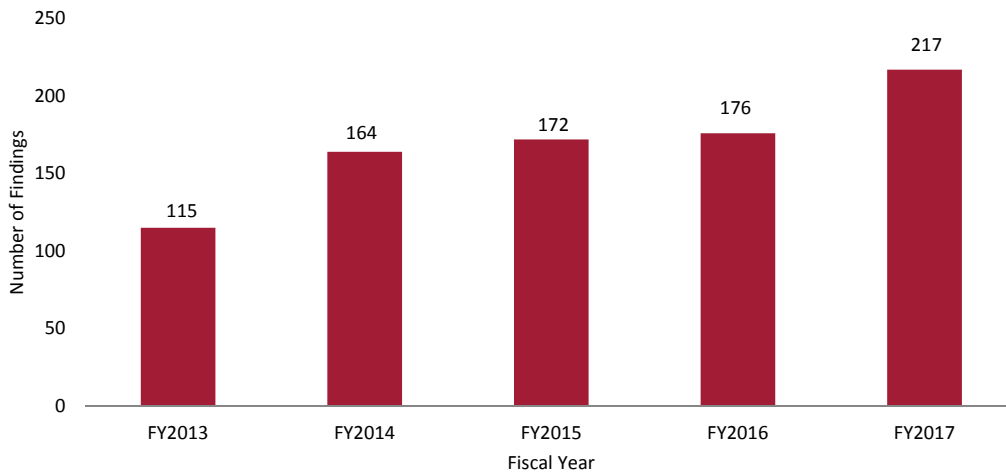
Chart 2.11.2: Number of Total Internal Audit Findings by TBU FY2013-FY2017



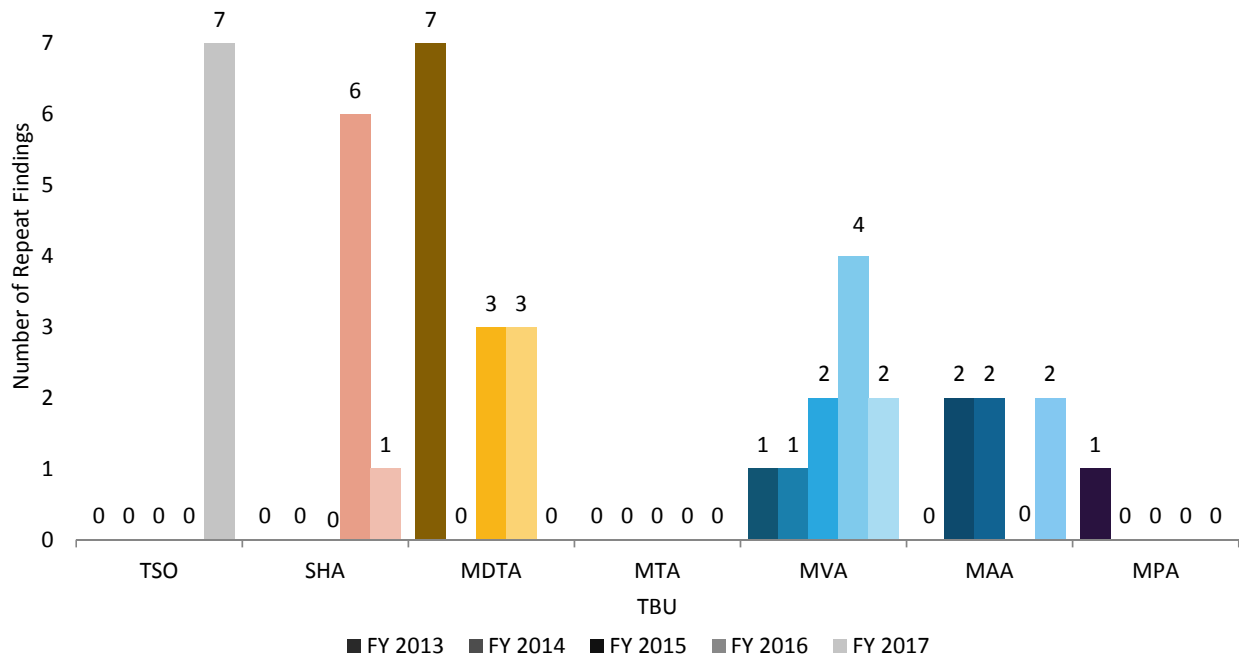
## PERFORMANCE MEASURE 2.11

### Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

**Chart 2.11.3: Total Internal Audit Findings MDOT-Wide FY2013-FY2017**



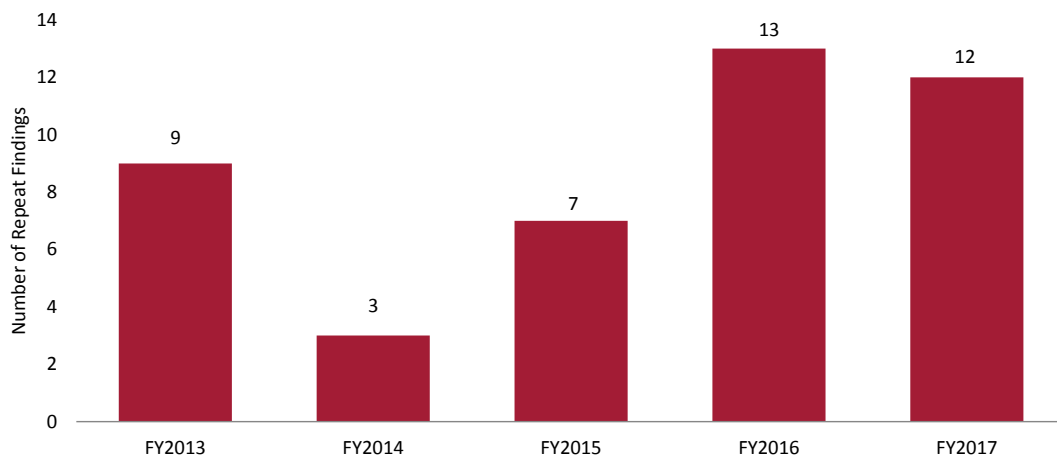
**Chart 2.11.4: Number of Internal Audit Repeat Findings FY2013-FY2017**



## PERFORMANCE MEASURE 2.11

### Number of Internal Audit Findings and Number of Repeat Internal Audit Findings

Chart 2.11.5: Trend in Total Internal Audit Repeat Findings MDOT-Wide FY2013-FY2017



## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer  
*The Secretary's Office (TSO)*

## PERFORMANCE MEASURE DRIVER:

Patrick Bradley  
*Maryland Aviation Administration (MAA)*

## PURPOSE OF MEASURE:

To monitor compliance with state and organizational operating processes and procedures each year by tracking the number of Legislative Repeat Audit Findings.

## FREQUENCY:

Annually (in January)

## DATA COLLECTION METHODOLOGY:

Information collected from TBU audit databases.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 2.12

### Number of Legislative Repeat Audit Findings

*"Fraud is a binary issue where the only good number is zero."*

— Rob Norman

Transparent, informative, and accurate financial reporting is essential for our customers to have confidence in MDOT's ability to manage resources. Legislative audits provide an external view of our current systems and areas for improvement.

The purpose of this performance measure is to track the number of Legislative Repeat Audit Findings. Data will be presented MDOT-wide in the number of legislative repeat audit findings on an annual basis. This will encourage MDOT and each TBU to avoid legislative repeat audit findings.

In FY2013-FY2017 there were six total Office of Legislative Audit (OLA) Repeat Audit Findings dealing with proper internal controls over items purchased not being maintained, access to fare collection equipment and money rooms not being controlled, access controls to critical database security logs, files and transactions lacking, a lack of controls over critical virtual servers, the process for determining the propriety of architectural and engineering contract billings not being comprehensive and a lack of internal controls to ensure independent approvals for purchasing and disbursement transactions.

Five Legislative Repeat Audit Findings occurred in FY2013-FY2017 and have been resolved.

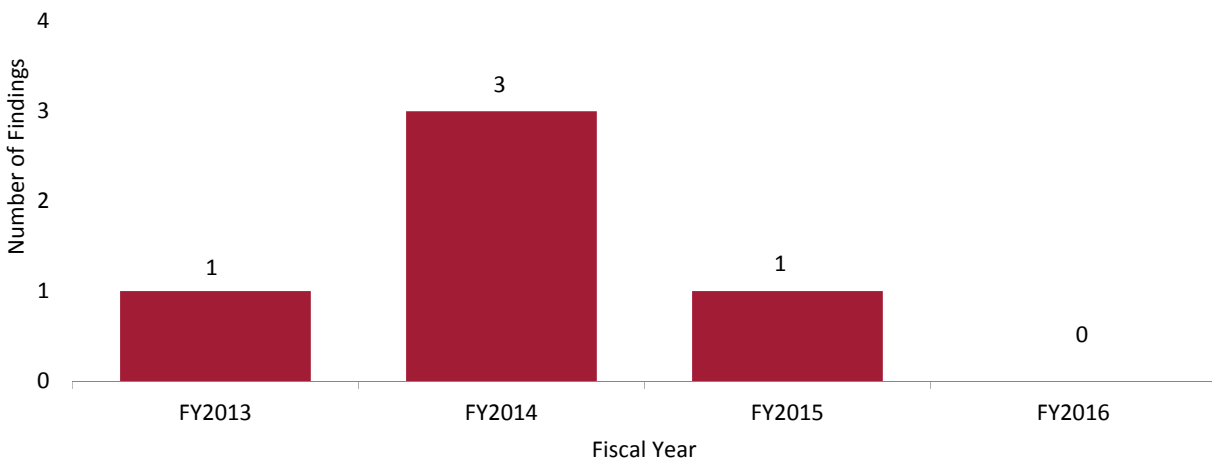
There were zero Legislative Repeat Audit Findings in FY2016.

There was one Legislative Repeat Audit Finding in FY2017 which has been resolved.

## PERFORMANCE MEASURE 2.12

### Number of Legislative Repeat Audit Findings

#### 2.12.1 Number of Legislative Repeat Audit Findings



## TANGIBLE RESULT DRIVER:

Corey Stottlemeyer

*The Secretary's Office (TSO)*

## PERFORMANCE MEASURE DRIVER:

David Maier

*The Secretary's Office (TSO)*

## PURPOSE OF MEASURE:

To ensure that when MDOT acquires properties that it takes steps to maintain value of the remaining portions.

## FREQUENCY:

Annually

## DATA COLLECTION METHODOLOGY:

A central MDOT database of properties will be tracked with attention to properties with buildings or other structures.

## NATIONAL BENCHMARK:

N/A

## PERFORMANCE MEASURE 2.13

### Rate of Return on Real Property

As MDOT acquires real property for a state transportation purpose, portions of those properties are deemed excess and can be sold. To maximize the return on investment, MDOT needs to ensure that when it acquires properties that it takes steps to maintain the value of the remaining unused portion.

A combined inventory and review of all MDOT properties is underway at TSO. Priority is being given to improved properties with buildings and other structures since these properties are most at risk if not maintained properly.

